



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY

WASHINGTON, D.C. 20460

OFFICE OF
WATER

Mr. Larry Chalfan
Executive Director
The Zero Waste Alliance
One World Trade Center
121 SW Salmon Street
Portland, Oregon 97204

Dear Larry:

On behalf of the U.S. Environmental Protection Agency (EPA), I want to express my appreciation and enthusiastic support for your efforts to initiate an environmental management systems (EMS) training program for public organizations in the Pacific Northwest. I encourage you to share this letter with a wide range of organizations that may be interested in participating in your initiative.

In 2001, EPA was pleased to designate the Zero Waste Alliance and several other organizations around the country as EMS Local Resource Centers, following a nationwide competition. We selected Zero Waste because of your proven track record of providing high-quality EMS assistance to a number of organizations in your area and your clear commitment to helping these organizations improve their environmental performance in order to help meet their organizational goals and the expectations of their communities.

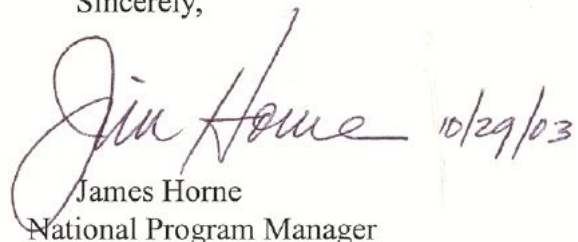
As you know, my office has worked with over 30 local agencies around the country to help them adopt EMSs for their operations, including several in the Pacific Northwest. The results of these efforts have been compelling. These agencies are improving their environmental performance, saving money, avoiding future liabilities, and building stronger relationships with their communities. Some of these organizations are also participating in EPA's National Performance Track (NEPT), which provides both high-level recognition and regulatory incentives in a number of areas. While there is an investment of resources necessary to put an EMS in place, our experience indicates that it is an investment well worth making that will generally pay off in a short amount of time.

More recently, a number of national associations that represent the interests of local governments have indicated an interest in working with EPA and the EMS Local Resource Centers to help educate their members on the benefits of adopting EMSs. These include the American Public Works Association (APWA), the International City Managers Association (ICMA), the National Association of Counties (NaCO), the Water Environment Federation (WEF), and the U.S. Conference of Mayors.

We are impressed by the training approach you plan to use and are confident that organizations that participate in your initiative will experience the same kinds of benefits that other local governments have seen. EPA will also be happy to recognize their participation in your program, as we have done with the other organizations we have directly worked with. Finally, these organizations will receive training that will help them meet the EMS requirements of EPA's Performance Track program, should they wish to apply at a later date.

In conclusion, EPA is happy to endorse your program and look forward to working with you to help bring the benefits of EMS adoption to local agencies in the Northwest. Thank you for your leadership.

Sincerely,

A handwritten signature in cursive script that reads "Jim Horne". To the right of the signature, the date "10/29/03" is written in a similar cursive style.

James Horne
National Program Manager
EPA Local Government EMS Program